



Coconino County



Community Investment Program



March 2005

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Coconino County Community Investment Program

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Board of Supervisors

Carl Taylor	District 1
Elizabeth Archuleta	District 2
Matt Ryan	District 3
Deb Hill	District 4
Louise Yellowman	District 5



Project Management Team

Jerry Flannery	Deputy County Manager
Jody Gilbert	Facilities
John Holmes	County Manager
Steve Peru	Deputy County Manager
Mike Townsend	Finance and Budget

CIP Task Force

Cathy Allen, Sheriff's Department
Larry Dannenfeldt, Information Technologies
John Dobrinski, Public Works
Jane Emberty, Human Resources
Tony Figlerski, Special Districts
Verna Fischer, Community Services
Todd Graeff, Parks and Recreation
Deb Hill, Board of Supervisors
Dharmesh Jain, GIS
Gary Krcmarik, Superior Court
Jeff Meilbeck, Transportation Services
Bill Pribil, Sheriff's Department
Matt Ryan, Board of Supervisors
Bill Towler, Community Development
Barbara Worgess, Health Department

Other Participants:

Sue Brown
Kelly Burkhardt
Jim Buzard
Kim Conly
Martie Delgadillo
Joy Dillehay
Dan Gaither
Bonny Kraske
Tara Paone
Gail Rusnak
Jennifer Youngberg

Planning Consultant

psa

Partners for Strategic **Action**, Inc.
13771 Fountain Hills Blvd., Suite 360
Fountain Hills, Arizona 85268
480.816.1811/www.psaplanning.com
Curtis L. Dunham AICP, Project Manager

I. Introduction

The Coconino County Community Investment Program (CIP) is a management tool that is used to provide support for county operations. The county is in the business of providing services to citizens and visitors and the provision of these services requires



significant outlays for structures, equipment, and land that are the organization's operational infrastructure. The county is also counted upon to provide amenities such as parks, trails, and open space to enhance the quality of life in northern Arizona.

At over 18,000 square miles with communities well over 100 miles from the County Seat in Flagstaff, this is no easy task. The county is the home of Grand Canyon National Park and stretches from the Navajo and Hopi Reservations west to

the Hualapai Indian Reservation and from the Utah border to the red rocks of Sedona. This tremendous diversity of climates, terrain, and people provide the county with unique challenges to operations and service delivery.

As one of the nation's larger counties and with a population density of less than 10 people per square mile, assets must be strategically placed. The CIP provides the mechanisms to prioritize and program expenditures to maximize resources and efficiency.

The CIP serves as the link between the county's planning and budgeting function as it provides direction to transform the broad strategic goals of the organization into tangible facilities and services.

The county has been doing Community Investment Programming for decades through its budgeting process, but never before has the organization undertaken a more comprehensive and collaborative approach to infrastructure planning.



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To develop the plan, a multi-disciplinary CIP Task Force was assembled at the direction of the Board of Supervisors to work with a planning consultant. The planning process began in April 2004 and the plan was formally adopted on March 15, 2005.



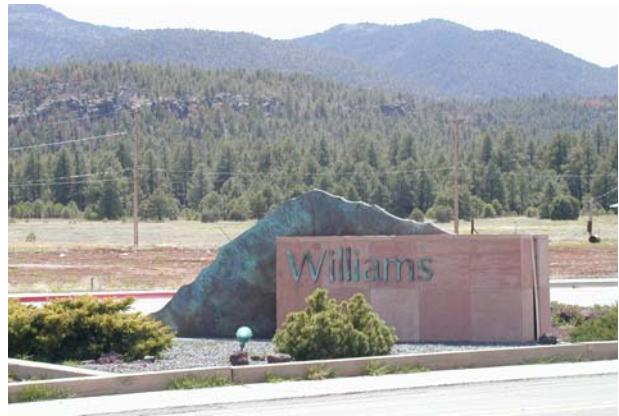
The Task Force was comprised of leadership from all of the key departments in the county, upper management, and two representatives from the Board of Supervisors.

Members of the Task Force can be found in the Acknowledgement section of this document. Upon

completion of the plan,

the Task Force will be dissolved. A CIP Working Group comprised of many of the same Task Force members will then be charged with maintaining the CIP throughout the year and leading the annual CIP update process.

While the development of the CIP was essential to support the county's short- and long-range planning efforts, its annual update and implementation are of an even more critical nature. These steps are outlined in Section VI of this document.



A. Planning, Budgeting, and the CIP

As previously mentioned the CIP is the link between the planning and budgeting functions. Figure 1.1 represents the financial planning methodology of Coconino County.

Figure 1.1 – Planning Methodology

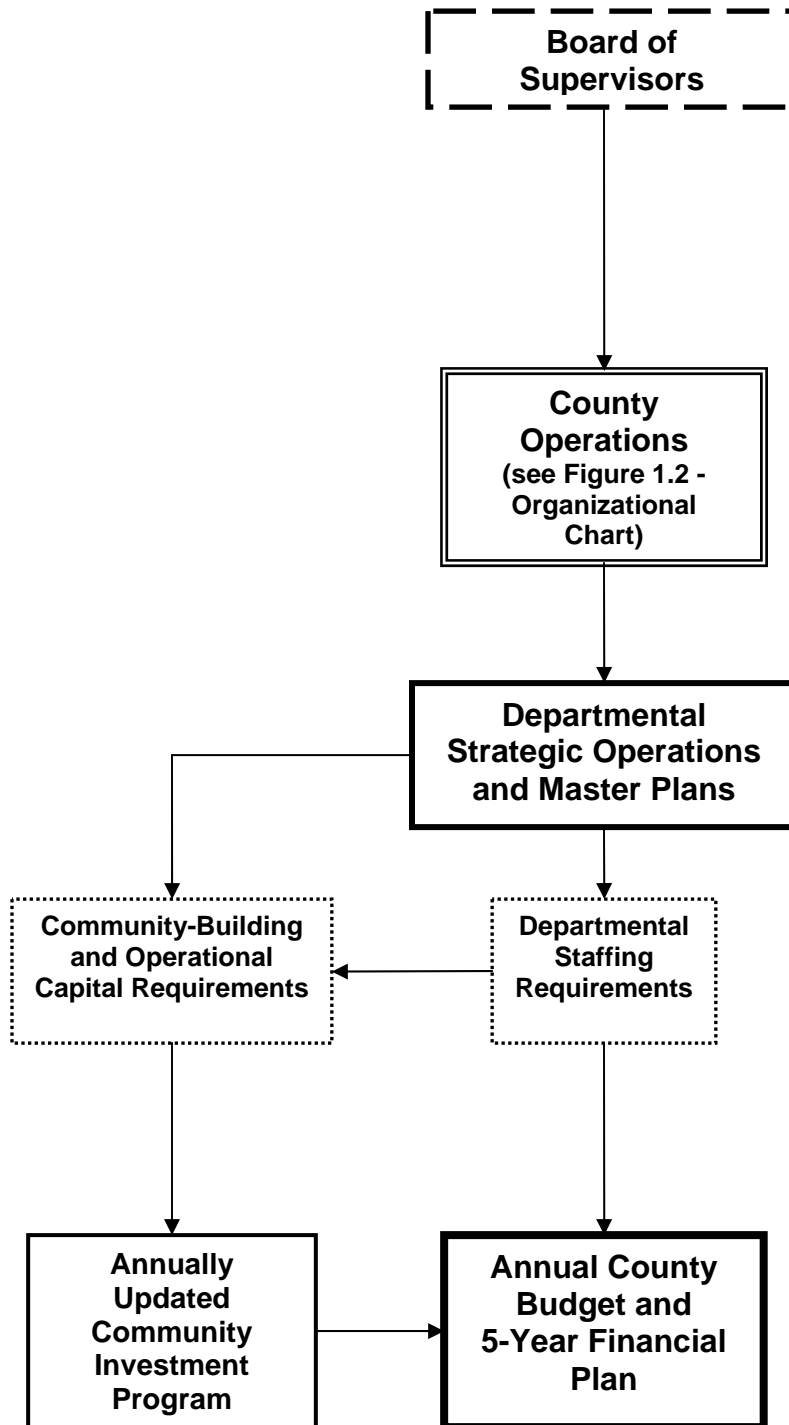
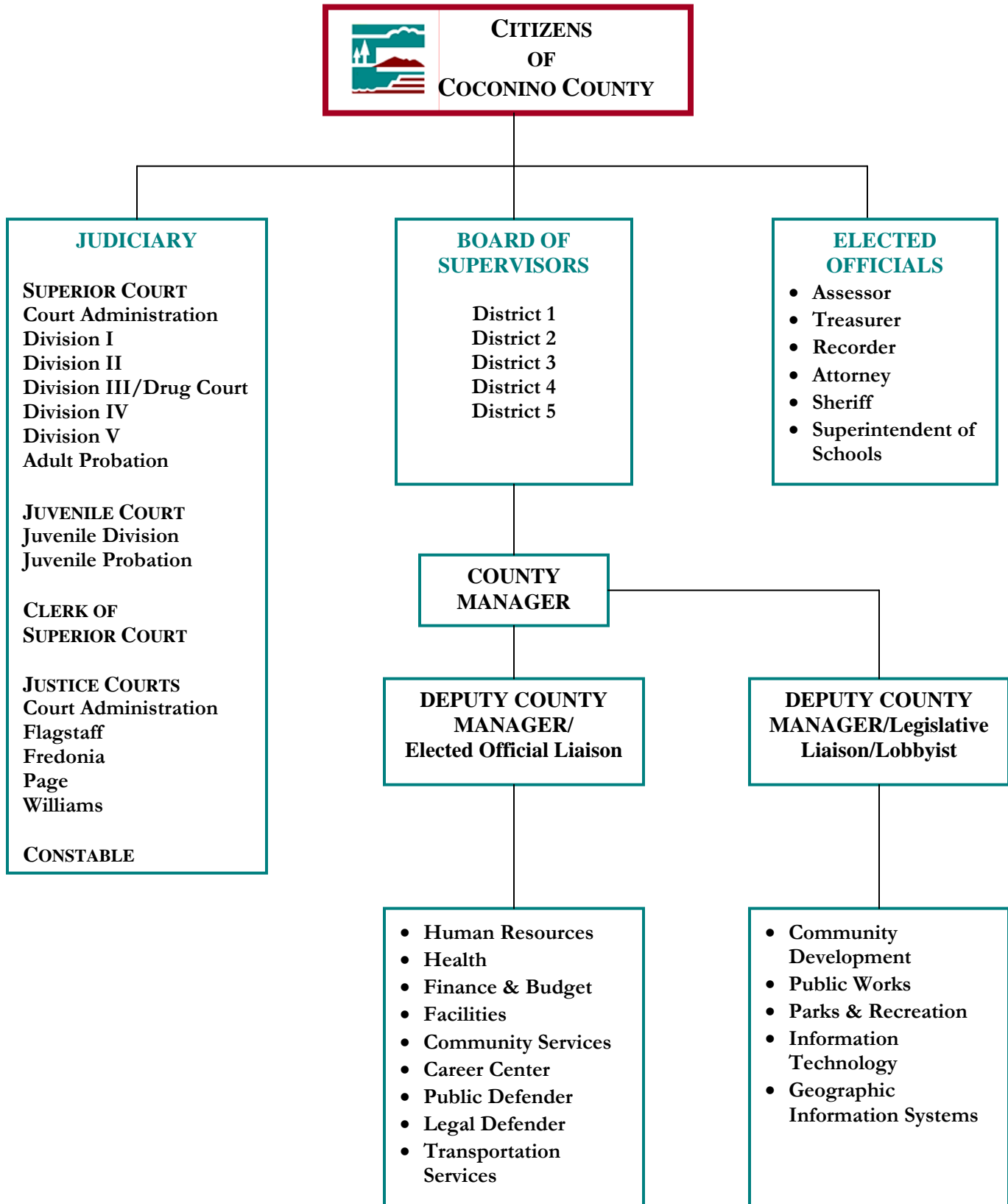


Figure 1.2 – Organizational Chart



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The Board of Supervisors sets the strategic agenda for the county through policy development that is driven by the needs of the county and public input. There is also long-range direction provided by the Coconino County Comprehensive Plan that generates goals and objectives for community development, growth management, and other key quality of life issues.

These broad directives are then presented to county management and the departments to determine how to implement them. This includes determining the human and financial capital necessary to carry out the tasks and the steps or strategies that need to be implemented. These are included in each department's operational strategic plan. Master plans are also developed to address specific critical issues such as the transportation and wastewater systems.



The departmental and master plans will identify capital needs to keep the departments operating such as the replacement of vehicles and equipment and that will increase the capacity of the organization to meet the demands of the future.

Human resource needs will be outlined and these requests will be submitted as part of the normal annual budgeting process. The staffing needs will often result in a capital need (e.g.,

new work stations, equipment, vehicles) that will also be identified in the capital needs equation and will be important information used in making staffing decisions.

All of the capital needs identified will be included in the annually adopted CIP and factored into the county's Five-Year Financial Plan. Priorities identified in the CIP will be considered for inclusion in the annual budget.

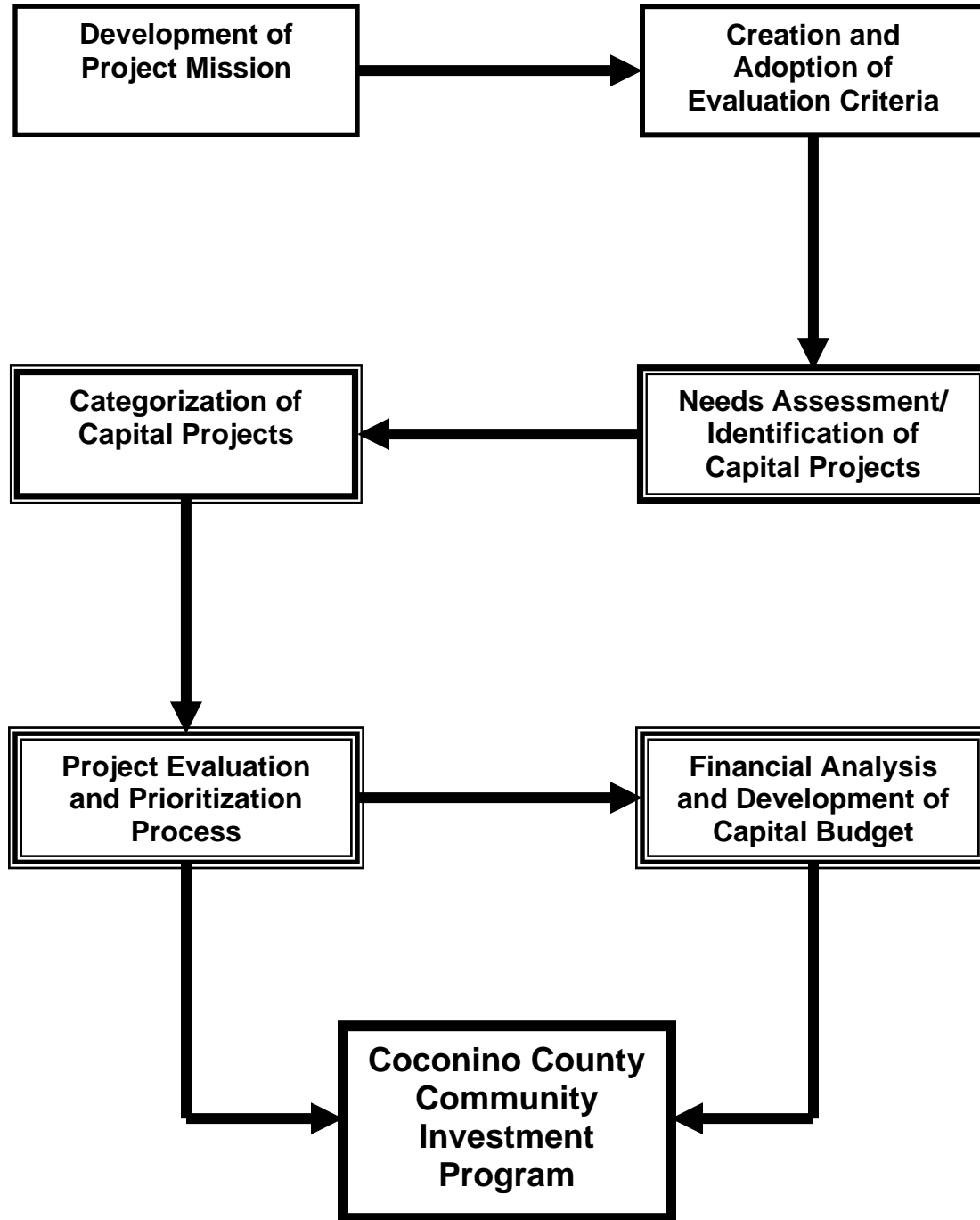
B. CIP Development Process

The CIP was developed over an eight month period through a collaborative process involving county leadership, management, and key departments. Figure 1.3 represents the process and tasks completed as part of the planning process.

Following the development and appointment of the CIP Task Force, a total of nine meetings were held to develop the plan with numerous other meetings held with the Project Management Team.




Due to the time constraints of the project, several of the process steps illustrated in Figure 1.3 were done simultaneously.

Figure 1.3 – CIP Development Process



C. Project Mission and Objectives

Early in the process, the CIP Task Force was asked to identify what they would like to see the CIP process accomplish and what outcomes they expected:

- Provide structure and organizational order to the budgeting and capital allocation process
 - Improve business continuity to keep the county running efficiently
 - Improve consistency and fairness in decision-making
 - Provide better scheduling for projects so we know when to expect things to occur
 - Bring more fiscal responsibility
- 
- 
- Create an inclusive process that presents the “whole picture” of needs and gaps
 - Provide a broader understanding of how budgets are done and funding is allocated
 - Be more effective in providing services for the “public good”
 - Maximize organizational effectiveness
 - Identify public and private partnerships and improve relationships
- Develop a process to provide “defensible decisions”
 - Improve community outreach and education
 - Provide overall improvements to the operations of the organization
 - Provide a clear picture of the overall impacts of decisions
- 

II. CIP Guidelines

Several guidelines were necessary to be put in place early in the planning process to ensure consistency in how projects were developed and how they were evaluated.

The CIP is not intended to capture all expenditures, just those items that have significant impacts on the budget or on other departments. The CIP does not include staffing costs but issues regarding staffing needs generated by capital expenditures are part of the deliberations on the merits and impacts of a given project.



A. CIP Project Definition

The first step required in developing guidelines was to determine what actually constitutes a capital project. The CIP Task Force developed the following definition for use throughout the planning process.

All projects or purchases with a value of \$5,000 or greater will be submitted as part of the capital planning process. Projects should have a useful life of at least three years. All other purchases will be considered to be expenses of normal to day-to-day operations and will be included in departmental requests as part of the budget process.

The amount of projects generated using this definition was significant but it provided a valuable illustration of the actual needs of the organization.

Since this definition is re-visited during the annual update process, the county may consider amending the definition in order to streamline the process in the future.



B. Project Evaluation Criteria

With many competing needs and limited funding sources, it is necessary to develop a methodology that can be used to prioritize county expenditures. The Evaluation Criteria need to reflect the organization's philosophies and the Board of Supervisor's broad directives.

Examples of Evaluation Criteria used in other CIP projects were presented and discussed by the CIP Task Force. The Evaluation Criteria development process created a customized set of decision-making tools to assist in the prioritization of

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competing capital projects. The Evaluation Criteria were then assigned a “Weighting” based on organizational priorities.

It is important to remember that the evaluation process is used to provide leadership with a decision-making tool. It is not an exact science. In addition, the Evaluation Criteria and Weighting will be reviewed annually during the CIP Update Process and changes can be made to address inequities, changes in organizational focus or financial condition, and/or other external factors.

The following criteria were developed by the CIP Task Force and adopted by the Board of Supervisors for use in the 2005-2006 CIP.

Evaluation Criterion: Public Benefit

The mission of Coconino County organization is to provide services within its scope that will benefit the public. The CIP is one of the most important tools in developing the capital assets needed to carry out this mission. Capital projects can provide direct and tangible public benefits, but other, less visible projects that improve the effectiveness of the organization can provide very important indirect public benefits as well. The relative impact of a given project must be analyzed using both direct and indirect benefits that will be realized upon the implementation of a given project.

A project will be eligible to receive points if it provides public benefits by:

- Implementing the overall mission of the organization

(Example: A project that directly addresses the implementation of the organization’s mission)

- Maintaining a desired health and safety level of performance

(Example: New police vehicles to maintain officer/population ratio in growing area)

- Enhancing an existing service or providing an additional public benefit

(Example: Facilities to provide additional health department services)

- Expanding access to county services

(Example: New county service center in an outlying area)

- Allowing the county to provide a new service that has been determined to be desired by the public

(Example: Developing a new park in an area not currently served)



Evaluation Criterion: Operational Efficiency

Capital projects should be geared toward making the county operations more efficient for both internal (staff and leadership) and external (citizens) customers.

A project will be eligible to receive points if it provides efficiency improvements by:

- Improving the overall efficiency of departmental and/or organizational operations
(Example: Software to help departments share data and operate seamlessly)
- Freeing up staff time
(Example: Mobile Data Terminals for in-field report development and submission)
- Streamlining operations and improving customer service
(Example: Developing facilities in conjunction with other agencies)
- Cutting down on maintenance and down time
(Example: A new piece of equipment that will result in less inefficient use of staff time and/or repair costs)



Evaluation Criterion: Fiscal Impact

The fiscal impact of decisions is always a critical element in ensuring the public's money is wisely spent. Both short and long term impacts must be explored as potential capital expenditures are contemplated. The actual impact of a given project can be difficult to ascertain and is often relative. Therefore, on an annual basis the relative impact of staffing needs and capital outlays will be defined based on the current financial situation. For example, a hiring freeze in a given year may place a different standard on staffing level financial impact than in other years.



A project will be eligible to receive points if it:

- Leverages the county's funds. This leveraging can be external, such as receiving funding from another agency or internal, such as revenue generating projects or projects that will be more financially prudent through consolidation
(Example: A matching grant from an outside agency)
- Decreases (or in some cases maintaining) current operating costs

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(Example: A more efficient piece of equipment or new facility)

- Has a dedicated funding source
(Example: A revenue source tied to specific improvements)

- Does not require additional staffing
(Example: Project can be accommodated without additional staff)

- Does not require significant capital outlay as a result of the project
(Example: The project can be accommodated in an existing facility)



Evaluation Criterion: Strategic Planning and Regional Coordination

The county operates in a very dynamic internal and external environment. Internal planning at an organizational and departmental level is a priority. Coordination with the many other partners and agencies in the region is also a critical element in maximizing resources and building complementary relationships.

A project will be eligible to receive points if it:

- Implements strategies outlined in adopted departmental plans. Departmental priorities should be considered as part of the analysis

(Example: Project specifically identified in an adopted Departmental Plan)

- Helps to implement the plans of other agencies

(Example: Joint project with a municipality)



- Helps build cooperative relationships with regional partners
(Example: Projects with regional implications where other agencies can be brought in to help plan and implement)

Evaluation Criterion: Environmental Impact



Much of the county's economy and quality of life are dependent on the natural environment and maintaining this is one of the county's priorities. Projects should be developed that will enhance the environment and not degrade it. The county will also set an example by taking the lead in promoting and implementing "green building" and sustainable concepts for its own facilities and work to ensure that county facilities are aesthetically pleasing. The County Board of Supervisors clearly set this

tone by adopting Resolution No. 2003-21 in April 2003. This Resolution approves a program "to develop, encourage, and support sustainable building practices and processes for the citizens of Coconino County."

A project will be eligible to receive points if it:

- Improves the overall environment of the area
(Example: Wastewater or flood control projects)
- Provides an element of beautification
(Example: A project with enhanced design or landscaping)
- Enhances the area's natural ambiance and scintilla (having minimal impact on the environment)
(Example: Preservation of open space)
- Preserves or enhances opportunities for appreciation of cultural diversity and local history
(Example: Interpretive display or signs, preservation of historic structures)
- Includes an element of sustainability that results in a long term benefit to the local environment
(Example: Resource/energy savings, use of recycled materials)



C. CIP Project Evaluation Weighting System

The CIP Task Force determined that while all of the Evaluation Criteria were important to identifying the merits of capital projects, some criteria should have more emphasis in the decision-making process than others. For this reason, a Weighting System was developed to prioritize the Evaluation Criteria.

The Task Force developed the following weightings for each of the Evaluation Criteria:

Public Benefit	35 percent/weighting points
Operational Efficiency	20 percent/weighting points
Fiscal Impact	20 percent/weighting points
Strategic Planning/Coordination	15 percent/weighting points
Environmental Impact	10 percent/weighting points

D. Project Evaluation and Use of Weighting System

Projects are evaluated using each of the five Evaluation Criteria. They will be assigned a score from 0 to 10 depending on the level of response the project has to the Evaluation Criteria.



A project that contains many of the characteristics desired by a given criterion may receive a high score such as a 9 or 10. A project that offers very little in response to a criterion may receive a low score such as 0 or 1. A project that satisfies some of the characteristics will receive a number in mid-range of the scale.

Once each project has received its score from 0 to 10 in each criterion, the score will then be multiplied by the Weighting Factor. For example, Project A receives a score of 6 in the Public Benefit criterion so the total score for that project in that criterion would be 210 points (6 x 35). When this is done for each criterion, all points are added from the five criteria to provide Project A with its total score.

The total score for each project is not relevant until all projects have been evaluated in the same manner. Then using the total points for each project, the list of needs can be prioritized.

E. Project Disposition Process

One of the key aspects of the CIP is the process of determining which projects will be recommended for priority funding. There is always one assumption that exists in financial planning – there will always be more needs than financial resources to provide them.

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For this reason, a systematic and consistent system must be developed and implemented to prioritize competing needs. To do this, a Project Evaluation and Prioritization Process were developed.

Figure 2.1 represents how CIP projects that are submitted for consideration will be processed. This procedure will be used annually as part of the CIP update process.

Adhering to this process will cut down on “surprises” throughout the year and over time greatly improve the financial planning process.



Projects will be submitted to the Working Group for evaluation. Each project will first be considered for **Priority Funding** through a “Health and Safety, Imminent Need, Emergency, or Pressing Legal Issue” test – is the project an imminent health and safety need that must be addressed before all others? Projects may also receive priority funding if they are deemed an emergency or will address a pressing and potentially harmful legal issue.



It is the goal of good planning that these types of priority funding events be minimal, but it is recognized that events occur that will prompt special consideration and a necessary degree of flexibility.

Should the Working Group recommend that a project or projects leave the Decision-Making Funnel and go to Priority Funding, the Board of Supervisors will determine if they concur with the recommendation to fund the project or send it back

into the Decision-Making Funnel for further evaluation.

Projects that do not receive priority funding (which should be a vast majority of submittals) will then pass to the next test for **Routine Replacement and Maintenance Requests**. The Task Force will determine whether a project qualifies as a routine replacement project and if so, the project goes into the **County-Wide Operations, Replacement, and Maintenance** category.

Projects not siphoned off to this point will then be considered whether they qualify as **Assumption/Contingent/Restricted Fund Projects**. These projects may be determined to pass directly into the CIP as **Programmed Projects** since they could be carryovers from prior years with existing dedicated funding



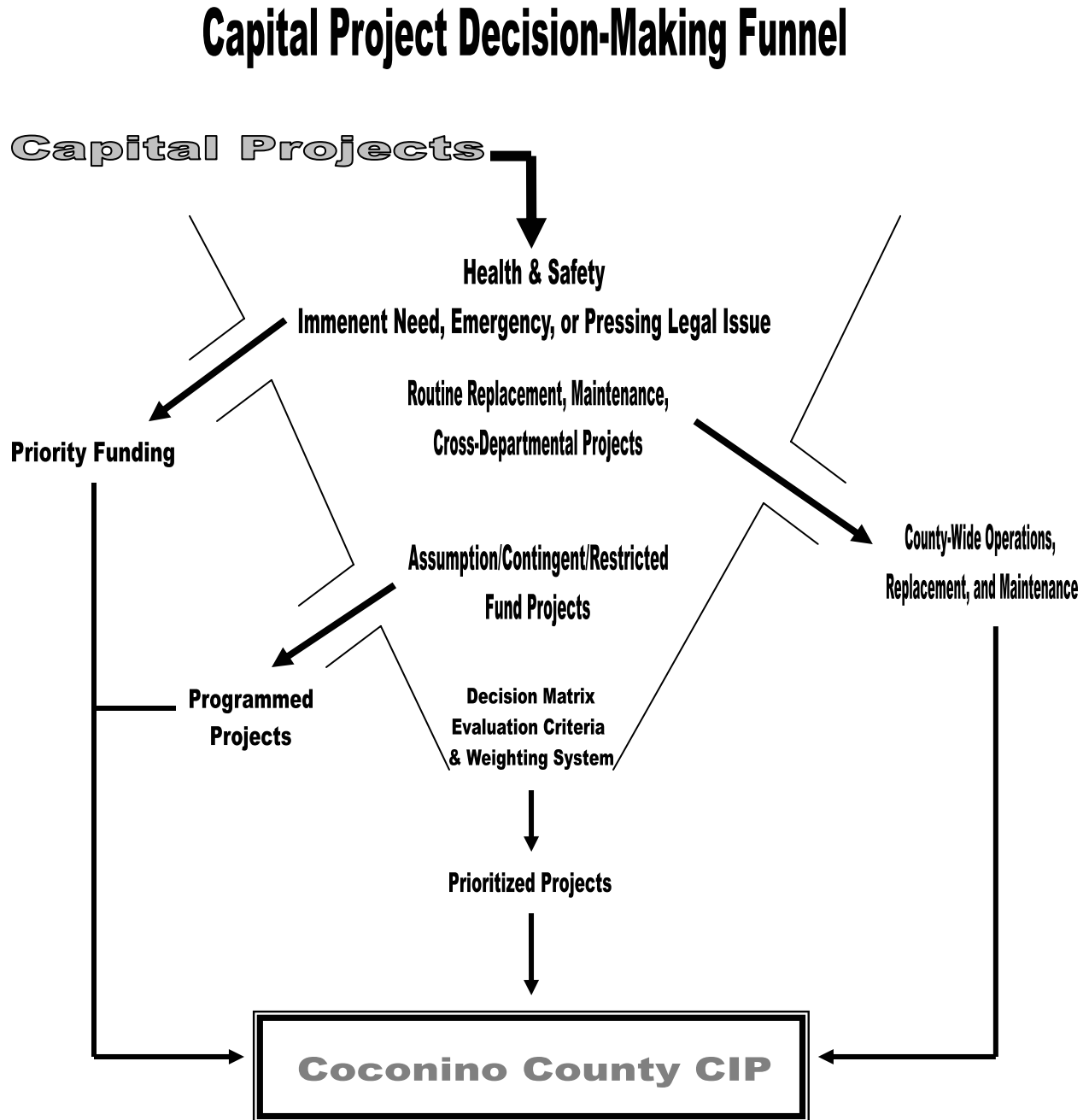
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sources or in progress with existing funding. This category also includes projects with dedicated or restricted funding sources (e.g., HURF, Flood Control) that will be programmed/prioritized at a departmental level.



The remaining projects will pass into the **Decision Matrix** where the Evaluation Criteria and Weighting System will be used to prioritize the projects to be included in the CIP. At this point, the vast majority of projects are not reaching this stage. Coconino County is trying to catch up with needs generated over the past decade due to significant growth therefore many projects have been classified as Assumption or Replacement Projects. There are also several significant planning processes potentially occurring such as the Facilities Master Plan and departmental strategic plans. It is anticipated that as the planning process evolves, more and more projects will begin to pass through to the Decision Matrix.

Figure 2.1 – Categorization of Capital Projects



III. Implementation

As with most plans, the success of the planning process itself is measured over the long-term and in direct relation to the degree the plan is implemented and how much the plan's implementation positively impacts the organization.

The Coconino County CIP has two major implementation components. The first involves how the organization uses the plan on a day-to-day basis and the second is the annual update of the plan to prepare for the fiscal year budget development process.

A. On-Going Use of the CIP

The Coconino County CIP is designed to be a decision-making tool with the bulk of the decisions being made in conjunction with the development of the annual budget. That does not mean the CIP will remain dormant throughout the balance of the year. In addition to the budget process, there will be circumstances that occur during the year that will require the CIP process to be used.

Emergencies

While one of the goals of good planning is to eliminate as many surprises as possible, emergencies and unforeseen circumstances will occur during the year that could not have been anticipated as part of the annual budgeting process. In some cases, projects that have not received funding as part of the budget cycle may need to be moved into consideration for priority funding during the year. Such proposals should be accompanied by the existing Project Sheet and an analysis of the impacts that funding reallocation will have on the rest of the needs in the CIP.

There may also be circumstances where a new project needs to be developed to meet an unforeseen need. In these cases, procedures for developing the needs assessment will be followed including the development of a new Project Sheet with background information and potential funding sources included as part of the decision-making process.

In non-emergency cases, new projects developed during the year should be withheld from submission until the annual CIP update process described in Section B.

Staffing Proposals

During the budget process and during the year, proposals to adjust staffing levels will come into the county's decision-making process. An important aspect of determining the merits of a staffing decision will be the impact on the CIP. Staffing requests should be accompanied by a CIP Project Sheet should a capital purchase be necessary in order to make new staff operational (e.g., vehicles, workstations). In the event that a staffing decision will not directly generate a CIP Project or the need falls below the CIP Project \$5,000 threshold, any purchases needed or impact to existing facilities and other CIP

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Projects should be identified and provided as part of the proposal submission. This includes an analysis of space requirements and impact on other departments and internal infrastructure (e.g., servers, utilities).

Research

Since the CIP is a five-year plan, the majority of the CIP will be unfunded at any given time. It is the responsibility of all employees and leadership to periodically review the CIP and research funding sources to update project sheets. Changes in potential funding sources and mechanisms will be reflected in the annual CIP update.



Unexpected Funding

Funding sources that were not anticipated during the annual budget development process may come to fruition during the year and may need to be acted upon prior to the annual CIP update process. In these cases, the CIP project will be submitted as part of the decision-making process accompanied by an analysis of the cumulative impacts of the project's implementation on other CIP projects, staffing, and long-term financial planning. Should a new CIP project be generated as part of a funding

event, procedures for developing the Needs Assessment will be followed.

Quarterly Reporting

On a quarterly basis, each department will provide the Finance Department organization with an update on the progress of funded CIP projects as part of the Quarterly Budget Report. This information will be used to increase the communication within the organization. This will result in increased inter-departmental partnering opportunities and overall closer coordination of county operations.

B. Annual Update Process

The key to an effective capital improvement planning process is that it is always current and relevant. Therefore, the annual update and maintenance process is essential. This chapter outlines the methodologies, procedures, and timeframes necessary for successful annual updates of the plan.

Step 1: Process Kick-Off

A meeting will be called with the CIP Working Group to begin the update process. The meeting content will include:

- A general review of the update process including the timeline
- A report from the Finance Department on CIP projects funded and/or implemented over that past year

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- A discussion of issues that have surfaced since the last CIP update
- Discussion and agreement on CIP project definition
- Discussion of relevancy of existing adopted evaluation criteria and weighting system. Any changes will be drafted and presented to the Board of Supervisors for their contemplation

Step 2: Update of Needs Assessment

All projects submitted are coded by the submitting department. The project database is kept in COCOWEB. Each department will be responsible for the following procedures:

- Removal of projects that have been implemented
- Removal of projects that are no longer needed or have been replaced by or combined with another project
- Update of projects still relevant but not funded. The update should include the addition of any new information, reflect changes in estimated cost and/or timeframe, or identification of new funding options or alternatives. The project number should remain the same as the number prefix (e.g., 06-). This indicates when the project entered the system and can assist in tracking of projects
- Adding new projects identified as expansions to the needs assessment. It is assumed that new studies and departmental strategic plans will generate new projects on an annual basis. New projects should be given a new project number with a prefix reflecting the year of submission (e.g., 07-### for projects submitted for the FY2006-2007 update)

Step 3: Board of Supervisors Work Session/Agenda Item

The Board of Supervisors will be asked to submit any projects or ideas for projects as a regular work session or meeting. They will also be asked to readopt the existing evaluation criteria or any changes they or the CIP Working Group have recommended.

Step 4: Needs Assessment Review

The CIP Working Group will convene to discuss changes to the Needs Assessment and identify opportunities for coordination of projects and joint purchases. The Working Group will place each new submittal into the proper category and move any existing projects where change warrants a reclassification. This will occur at the Project Evaluation Session.

Step 5: Project Evaluation Session

The CIP Working Group will convene to use the Evaluation Criteria and Weighting System to prioritize qualifying projects and to change the classification of any projects. Projects evaluated the previous year will have their rating removed and will be re-evaluated.

Step 6: Financial Analysis and Development of Capital Budget

The projects recommended for funding will be evaluated as to their feasibility based on the current financial parameters. Projects that will pass into the budget process will be identified.

Step 7: CIP Update

The CIP document will be updated and the project database in COCOWEB made current.

CIP Update Recommended Schedule

NOVEMBER <ul style="list-style-type: none">• Review of Previous Year's Project Sheets• Begin Update of Active CIP Project Sheets• Delete Implemented or Eliminated Projects	DECEMBER <ul style="list-style-type: none">• Kick-off CIP Update Process• Continue Update of Active CIP Project Sheets• Develop New Project Sheets	JANUARY <ul style="list-style-type: none">• BOS Work Session to Provide Needs Assessment Input• Review of Updated Needs Assessment	FEBRUARY <ul style="list-style-type: none">• Pass Projects Through the Decision-Making Funnel• Review Projects and Place in Appropriate Categories• Project Evaluation Process	MARCH <ul style="list-style-type: none">• Financial Analysis• Development of Capital Budget	APRIL <ul style="list-style-type: none">• CIP Update Presented to the Board of Supervisors for Review• Update of Five-Year Plan
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C. Five-Year Implementation Strategy

The focus of the effort to develop Coconino County's Community Investment Program was to set up an appropriate capital infrastructure planning mechanism for the organization and to develop a comprehensive Needs Assessment that identified all anticipated capital needs for the next five years.

The capital planning focus of the next five years should be to develop funding mechanisms to systematically implement the plan and develop methodologies to simplify, streamline, and strengthen the capital planning and budgeting processes. In addition, the commitment to the planning process over the long-term will be critical to ensuring that the CIP is an integral part of the organizational culture.

Systematic Funding

Historically, capital funding in the county has been sporadic and inconsistent. Failure to allocate consistent funding to capital improvements can result in the deterioration of organizational infrastructure and performance. Unpredictable funding also promotes planning on a year-to-year basis instead of developing and implementing multi-year strategies.

Because of the demands placed on public agencies, often without financial resources to meet them, capital financing is often relegated to lower tier funding status. In place of setting priorities, capital funding decisions are often made by making the determination that a project will be funded "if we have anything leftover." Of course, there is usually not much, if anything, leftover.

The challenge for the county will be to move the emphasis for consistent capital funding up to the highest level of priority to ensure the organization has the tools to remain vital and effective in delivering programs and services.

Facilities Planning

The county's rapidly increasing population and commensurate growth in service demands and staffing have caused significant space and facilities challenges. The county needs to develop an approach to quantify current needs, project future needs, create comprehensive and cost-effective solutions, and identify systematic funding to develop facilities that will accommodate present and future operations.



Replacement and Maintenance

While it was critical for the first year of the CIP to identify and begin to address the routine operational capital items needed to keep the organization functioning, in future years the emphasis should be taken off of these items. Routine replacement and maintenance should be programmed externally from the CIP and not placed in a competitive environment with capacity-building projects. Line item funding for replacement and maintenance projects should be developed along with schedules used for making funding allocation decisions.

Use of the Evaluation System

Significant time and effort were expended to develop an objective set of evaluation criteria and a weighting system to be used in prioritizing capital needs. Unfortunately, due to the pressing needs identified and the realities of the budget, very few projects were exposed to this evaluation process. It should be the goal over the next five years to develop the procedures and mechanisms to program and fund operational capital projects thus exposing a majority of the projects to the Evaluation System. Reaching this point will ensure a more sound decision-making process that is based on the overall goals and objectives of the county organization.

APPENDIX A – FY 2006 Needs Assessment

The Needs Assessment was developed through a thorough analysis of the CIP projects developed and submitted by county departments and by the Board of Supervisors through county management.

Each submitting department is the advocate and contact point for its CIP submittals throughout life of the project.

Each project listed in the following matrices contains the code for the submitting department, the project number, a brief description of the project, an estimated budget, and the fiscal year (FY) that the project is proposed for consideration. Each project listed in the Needs Assessment has a corresponding Project Sheet that can be found on COCOWEB containing more detailed project information.

The following department codes have been used to identify the department of project origin:

AP	Adult Probation
CS	Community Service
FD	Finance Department
FM	Facilities Management
GIS	GIS Department
HD	Health Department
IT	Information Technologies Department
JC	Justice Court
JVC	Juvenile Court
PR	Parks and Recreation Department
PW	Public Works Department
RO	Recorder's Office
SC	Superior Court
SD	Special District
SO	Sheriff's Office/Jail
TD	Transportation Department
TO	Treasurer's Office

An asterisk (*) included with a project's budget indicates that the project is multi-year in nature and the total budget for the entire project is being reflected. This is not the first year request being made but illustrates that there may be several phases to the project or an annual purchasing program is anticipated. Once again, details about annual expenditures anticipated can be found by viewing the project sheet in COCOWEB.

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A. Priority Funded Projects

These projects have been recommended for consideration of Priority Funding.

Dept	Proj. #	Description	Budget	Comments
CD	06-011	Phase II - Permit Tracking System	100,500	Already in Implementation Phase
FM	06-044	Facilities Master Plan	TBD	Needed prior to implementation of multiple additional projects
PR	06-102	FTCP Wastewater Collection and Treatment	3,840,000	Health and safety concerns
HD	06-262	Medical Examiner Facility/Equipment Upgrade	10,136	Health and safety concerns
FM	06-039	Construction of Page Justice Court	2,200,000	Health and safety concerns
IT	06-278	Improve Existing Computer Room Facilities	60,000	Critical operations issue

B. Routine Replacement/Maintenance Projects

These projects have been determined to be critical to the operation of the county organization. They range from the replacement of vehicles to periodic building and property maintenance. The projects selected for funding will be based on financial considerations and imminent need.

Dept.	Proj. #	Description	Budget	FY
FM	06-015	Rebuild 3 Air Handlers at Admin	16,000	06
FM	06-031	Heater Replacement: Center for Arts	12,650	06
FM	06-034	King Street Facility Public Entrance	6,000	06
IT	06-065	Server Upgrades and Replacement	282,500	06
PR	06-084	Computer Hardware Replacement	23,000	06
PR	06-111	Racetrack Resurfacing	100,000	06
PW	06-155	MV Light Truck Replacement	2,353,757*	06
PW	06-161	MV Passenger Car Replacement	574,981*	06
PW	06-170	Thin Overlay	1,200,000*	06
PW	06-171	Screen Plant	130,000	06
PW	06-172	Sewer/Manhole Rehabilitation and Repair	65,000*	06
PW	06-173	Sewer Cleaning	50,000*	06
PW	06-182	Valve Exercising/Leak Detection	72,000*	06
PW	06-183	Valve Replacement	25,000*	06
PW	06-186	Waterline Replacement	50,000*	06
PW	06-189	Well #3 Pump	6,000	06
PW	06-193	Computerized Wheel Alignment System	19,000	06
PW	06-195	Machine Shop Lathe	15,000	06
PW	06-197	Shop Air Compressor	15,000	06
PW	06-198	Wastewater Treatment Plant Aeration Pump	13,000*	06
SO	06-223	Replacement of Patrol Boat	60,488	06
TD	06-241	Purchase Para-Transit Vans for Flagstaff	290,500*	06
HD	06-259	Digital Dental X-Ray System	15,995	06
HD	06-264	Digital Forensic X-ray Equipment	6,000	06

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Dept.	Proj. #	Description	Budget	FY
HD	06-269	Digital Forensic X-ray Equipment	6,000	06
IT	06-276	Network Equipment Upgrades and Replacements	569,700*	06
IT	06-279	Replace T1 Circuits with Fiber Optics	30,000	06
IT	06-280	Server Upgrades and Replacement	322,500*	06
HD	06-282	Replace Flooring in Clinic	12,000	06
SO	06-373	LEAF Parking Lot Maintenance	22,750	06
SO	06-376	Replace Sallyport Roll Up Doors at Jail	14,000	06
SO	06-377	Parking Lot Maintenance	149,500*	06
SO	06-382	Jail Portable Radio Replacement	92,500*	06
SO	06-383	Jail Mobile Radio Replacement	45,000*	06
SO	06-389	Portable Radio Replacement	50,000*	06
SO	06-390	Mobile Radio Replacement	45,000*	06
IT	06-400	Telephone and 911 System Upgrades	715,000*	06
FM	06-040	Paint Williams Public Works Facility & Replace Gutters	21,000	07
FM	06-016	Annual Parking Lot Maintenance	20,000	07
FM	06-020	R & R Appropriation for FY 07-10	1,800,000*	07
IT	06-063	Redundant CJI Project Server	130,923	07
PW	06-158	Original Equipment Manufacturer Scan Tools	21,000	07
PW	06-168	Replace Ford Bronco	30,000	07
PW	06-169	Reservoir Inspection and Repair	5,000	07
PW	06-185	Water Meter Replacement	15,000	07
PW	06-187	Well #1 Pump	6,000	07
PW	06-200	Wastewater Treatment Plant Effluent Pumps	25,000	07
PW	06-201	Wastewater Treatment Plant Influent Station Pump 1	9,500	07
SO	06-222	All Terrain Vehicles (4-tracks)	13,200	07
SO	06-225	Patrol Vehicle	28,600	07
IT	06-277	Microsoft Exchange Software Licenses	40,000	07
SO	06-372	Replace Hot Water Boilers and Heaters	188,834	07
AP	06-002	Probation Officer Vest Replacement	26,000	08
FM	06-018	Center for the Arts	132,000	08
JVC	06-080	Officer Safety Equipment	48,240	08
PW	06-188	Well #2 Pump	6,000	08
PW	06-199	Wastewater Treatment Plant Blower 1	50,000	08
HD	06-257	New Walk-in Body Cooler and Trays	26,275	08
SO	06-375	Jail Laundry Equipment Replacement	23,500	08
PW	06-190	Well #4 Pump	6,000	09
FD	06-306	Financial Management System Upgrade	200,000	09
SC	06-210	Walk-Through Metal Detector	7,500	10
SC	06-211	X-Ray Scanner Purchase & Annual Maintenance	35,000	10
HD	06-260	Pedestal Autopsy Table	41,272	10
HD	06-263	New Ventilation System for Medical Examiners Facility	20,000	10
SO	06-384	Cooling System Replacement	96,400	10

C. Cross-Departmental Operational Equipment Projects

The purpose of this category is to organize projects that consist of purchases of operational equipment that may be cross-departmental in nature. Opportunities for purchase consolidation and joint use will be explored. Also, opportunities to defer the purchase of new equipment by using replaced equipment in other departments (perhaps with less usage demands) will be identified. An example of this would be a department with heavy copier usage may need a new piece of equipment but the piece of equipment being replaced may be suitable for another department with less performance demands.

The goal of this process is to defer the purchase of new equipment as much as possible by extending useful life, saving money by consolidating purchases, standardization of products to save on maintenance, upkeep, and operational expenses, and prioritization of purchases through collaboration and coordination by departments.

There are five departments that will consider these projects:

- Furniture, workstations, filing systems, and routine building maintenance items will be submitted to **Facilities Management****
- Vehicles and mechanical equipment will be submitted to the **Public Works Department**
- Copying and duplication equipment will be submitted to the **Finance Department**
- Computers, servers, telephone equipment, video equipment, printers (over the \$5,000 threshold), and document imaging/scanning/electronic storage will be submitted to the **IT Department**
- Plotters and other GIS equipment will be submitted to the **GIS Department**

**Many of these projects have been placed under the Facilities Master Plan until that process is completed.

Each department that receives Cross-Departmental operational project submissions will prepare a report to be provided to the CIP Working Group for informational purposes and discussion. The report will be generated through interaction with the submitting departments to determine the following:

- Are there under-utilized assets in some other department that can satisfy the need?
- How imminent is the project in relation to other needs? Can it wait?
- Are there opportunities for joint use or sharing?
- Can purchases be consolidated to save money?
- Are there opportunities to purchase like brands or manufacturers to expedite repairs/maintenance or to increase joint use potential and/or compatibility (e.g., toner, software, paper, etc)?

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The report will reflect all of the projects channeled to the departments where they will be prioritized/programmed with recommendations for funding. This process will occur each year during the CIP update process.

Projects submitted for current year consideration will be submitted for inclusion in the budget development process by the reporting department based on the research and prioritization report. They will not be included in the First Year Capital Budget

Public Works Department Operational Submissions

Dept.	Proj. #	Description	Budget	Type	FY
AP	06-001	Page Probation Officer Vehicle and Radio	26,000	Assum.	06
PR	06-089	Forklift	50,000	New	06
PR	06-110	Portable Toilet Trailers	7,000	New	06
PR	06-117	Scissor Lift	25,000	New	06
PR	06-118	Street Sweeper	25,000	New	06
PW	06-138	Variable Message Boards	15,000	New	06
SD	06-212	New Patrol Vehicle	28,600	Assum.	06
TD	06-243	Quad Cab Truck	25,000	RR	06
FM	06-328	New Vehicle Purchase	26,000	New	06
HD	06-396	Vehicles for Environmental Services	35,500	Assum.	06
PR	06-406	Purchase of Two Inmate Vans	70,000	New	06
PR	06-168	Replace Ford Bronco	30,000	RR	07
PW	06-196	Metal Break and Shear	30,000	New	07
SD	06-222	All Terrain Vehicles	13,200	RR	07
SD	06-225	Patrol Vehicle	28,600	RR	07
CS	06-295	Six Passenger Pick Up Replacement	26,995	RR	07
CS	06-297	Williams ADA Van Replacement	36,002	RR	07
PR	06-348	Utility Vehicle Purchase	36,000	New	07
HD	06-404	Medical Examiner Transport Vehicle	35,000	New	07
CS	06-296	Flagstaff MOW Van	30,578	RR	08
CS	06-298	Williams MOW Van	26,450	RR	08
CS	06-299	Flagstaff MOW Van	26,450	RR	08

Finance Department Operational Submissions

Dept.	Proj. #	Description	Budget	Type	FY
HD	06-255	Copier Replacement	8,000	RR	06
CA	06-007	Copier Purchase	25,000	New	06
FD	06-012	Copier Replacements	398,320*	RR	06
SO	06-214	Copier Replacement	55,000	RR	06
PW	06-288	Printer Replacements	24,000	RR	06
CS	06-300	Printer Replacements	5,500	RR	06
JC	06-067	Copier Replacement	15,000	RR	07
JC	06-072	Copier Replacement	10,000	RR	07
JC	06-073	Copier Replacement	10,000	RR	07
SC	06-206	Copier Replacement	70,000	RR	07
PW	06-285	Copy Machine Replacements	45,000	RR	07
SC	06-206	Color Printer	8,000	RR	08
JC	06-070	Copier Replacement	10,000	RR	10

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GIS Department Operational Submissions

Dept.	Proj. #	Description	Budget	Type	FY
CD	06-010	Plotter Purchase	12,000	New	07
GIS	06-307	Plotter Upgrade	12,000	New	07

Facilities Management Department Operational Submissions

Dept.	Proj. #	Description	Budget	Type	FY
FM	06-326	Historic Courthouse Conference Room Furnishings	9,000	New	06
HD	06-398	File Storage for Environmental Services	9,000	New	06
FM	06-031	Heater Replacement for Center for the Arts	12,650	RR	06
FM	06-040	Paint Williams PW Facility and Replace Gutters	21,000	RR	07
SO	06-386	Cooling System Replacement	96,400	RR	07

Information Technologies Department Operational Submissions

Dept.	Proj. #	Description	Budget	Type	FY
CA	06-009	Purchase of Video Conferencing Equipment	12,000	New	06
CD	06-011	Purchase of Hardware to Implement Permit Tracking System	192,000	Prior.	06
FM	06-027	Facilities EMS Hardware and Software	25,000	RR	06
FM	06-028	Facilities Office PCs	28,000	RR	06
IT	06-061	CJI Test Server Replacement	6,000	RR	06
PR	06-084	Computer Hardware Replacement	23,000	RR	06
PR	06-085	Computer Software Upgrades	10,000	New	06
SO	06-087	Computer Software Replacement	27,000	New	06
PR	06-099	FTCP Telecommunications Upgrade	25,000	New	06
SO	06-216	Document Imaging	16,600	New	06
SO	06-224	Page Sheriff's Office VOIP (Voice Over IP)	20,000	New	06
IT	06-281	Workstation Replacement and Upgrades	1,075,000*	RR	06
PW	06-284	Power Protection Devices	14,000	RR	06
PW	06-287	Server Upgrades and Replacement	65,000	RR	06
PW	06-289	Desktop Computer Replacement Program	32,550	RR	06
PW	06-290	Network Security Replacements	24,000	RR	06
PW	06-291	Desktop Monitor Replacement Program	17,500	RR	06
IT	06-062	Replace External County Firewall	40,500	RR	07
JVC	06-076	CCTV System for Each Pod in Detention	24,000	New	07
JVC	06-077	Replace County-Owned Computers	48,960	RR	07
JVC	06-081	Scanner and Data Storage	28,000	New	07
SC	06-207	Security Additions – Computers/Communication Equipment	25,000	New	07
TD	06-244	Computers and Server of Sedona Transit Office	60,000	Assum	07
GIS	06-306	GIS Data Server Replacement	22,000	RR	07
SO	06-380	Jail Computer Software	27,000	RR	07
SO	06-381	Jail Computer Hardware	120,000	RR	07
SO	06-386	Sheriff's Office Computer Software	27,000	RR	07
SO	06-387	Sheriff's Office Computer Hardware	181,000	RR	07
IT	06-060	CJI Server Replacement	8,300	RR	08
HD	06-268	Public Health Preparedness Video Conferencing Equipment	30,000	Assum	08
PW	06-286	Network Switch Replacement	8,000	RR	08
PW	06-125	Billing Computer Software	8,000	RR	09

D. Restricted and Dedicated Fund Projects

There are two categories of capital projects that have restricted funding sources the Highway Users Revenue Fund (HURF) and Flood Control District (FCD). Improvement Districts (IDs) also receive dedicated funding based on commitments made by the Board of Supervisors.

Assets in these funds can only be spent on specific types of projects and normally do not compete for general fund appropriations.

HURF Fund Projects

Projects eligible for HURF funding will be programmed and prioritized by the Public Works Department using various tools such as the pavement management program and vehicle replacement standards. Most of these projects are routine replacement of roadway surfaces, road paving, drainage improvements (not affiliated with Flood Control), and purchase of vehicles and equipment necessary for public works operations.

Dept.	Proj. #	Description	Budget	FY
PW	06-122	2 ½ Ton Truck	70,000	06
PW	06-124	3 Ten-Wheel Trucks with Plows and Spreaders	630,000	06
PW	06-127	Campbell Avenue Reconstruction	950,000	06
PW	06-133	Construction Equipment Replacement	287,654	06
PW	06-134	Construction Equipment -Truck Replacement	1,526,724*	06
PW	06-137	Dunham Drainage & Street Improvement	350,000	06
PW	06-142	New Lube Truck Body	80,000	06
PW	06-146	Construction Equipment Replacement: Loaders, Dozers, Graders, and Backhoes	5,712,303*	06
PW	06-147	Hector Road Box Culverts	450,000	06
PW	06-150	Kona Trail & Drainage	350,000	06
PW	06-151	Lake Mary Road (FH3) Phase I Reconstruction	1,500,000	06
PW	06-165	Pinewood Boulevard Pavement (East End)	1,100,000	06
PW	06-149	Kachina Trail Reconstruction	1,250,000	07
PW	06-152	Lake Mary Road (FH3) Phase II Reconstruction	1,500,000	07
PW	06-154	Leupp Road Overlay	600,000	07
PW	06-164	Pinewood Boulevard Pavement Preservation	1,200,000	07
PW	06-153	Landfill Road Pavement Preservation	500,000	08
PW	06-166	Pinon Trail Reconstruction	500,000	08
PW	06-174	Stardust Trail Pavement Preservation	250,000	08
PW	06-179	Townsend-Winona Road Recycle	800,000	08
PW	06-191	West Route 66 Pavement Preservation	1,000,000	08

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Flood Control Projects

Projects eligible for Flood Control District Funding will be prioritized based on need by county management. Historically, there have been minimal funds available on an annual basis to implement flood control projects. Prioritization is done and funding recommendations developed at the management level.

Dept.	Proj. #	Description	Budget	FY
PW	06-163	Pinewood Drainage Projects	900,000	06
PW	06-310	Wupatki Trails Drainage	100,000	06
PW	06-407	Uptown Sedona Flood Control	100,000	06
PW	06-408	Sedona Chapel View Flood Control	1,060,000	06
PW	06-314	Forest Lakes Culverts	35,000	07
PW	06-316	Joe Springs Loop Drainage	30,000	07
PW	06-321	Spring Valley Culverts	75,000	07
PW	06-317	Kachina Trail Drainage Improvements	225,000	08
PW	06-319	Northlodge & Oak Drainage Improvements	400,000	08
PW	06-320	Pinewood Blvd. West Drainage Improvements	360,000	08
PW	06-322	Suzette Lane Culverts and Ditch Improvements	75,000	08
PW	06-323	Timberline Drainage Improvements	225,000	08
PW	06-311	Clear Creek Units 3 & 7 Drainage Improvements	250,000	09
PW	06-312	Clear Creek Units 4,5,6 Drainage Improvements	200,000	09
PW	06-318	MaCann Estates Drainage Improvements	50,000	09
PW	06-324	Bader Road Culverts & Ditch Improvements	100,000	09
PW	06-315	Hutchinson Acres Drainage	100,000	10

Improvement Districts

Improvement District proposals submitted to the county are analyzed and disposition determined on a case-by-case basis by the Board of Supervisors. Improvement District projects included in the CIP in no way indicates the intentions of the county to participate in a given project but merely represents the potential for a future capital expenditure that must be weighed against other needs. Financial commitments made by the county regarding Improvement Districts will be reflected in the funding recommendations developed annually as part of the CIP implementation.

Dept.	Proj. #	Description	Budget	FY
PW	06-131	Clear Creek Pines Improvement District	900,000	06
PW	06-143	Frontier Hills Improvement District	50,000	06
PW	06-145	Hashknife Trail Improvement District	30,000	06
PW	06-157	Lupine Lane Improvement District	25,000	06
SD	06-303	North Stardust & Antelope Trail CID	200,000	07
SD	06-304	Clear Creek Pines Units 8 & 9 CID	2,000,000	07
PW	06-126	Brambley Lane Improvement District	50,000	07
PW	06-136	Crestview Improvement District	50,000	07
PW	06-144	Snowbowl Road Improvement District	125,000	07
PW	06-148	Jupiter Lane Improvement District	50,000	07

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Parks and Recreation Bond Fund Restricted Projects

The citizens of Coconino County approved a funding mechanism to implement significant projects that will improve and expand the county's parks, trails, and open space programs. Specific projects listed below are tied to this funding mechanism and are anticipated to be implemented as funding is received. Many of these projects will be implemented over several years as funding becomes available.

Dept.	Proj. #	Description	Budget	FY
PR	06-086	Flagstaff-Doney Park Trail	690,772	06
PR	06-090	FTCP Amphitheatre Phase II	1,807,877	06
PR	06-091	FTCP Fairgrounds Rehabilitation, Phase II	1,691,445	06
PR	06-104	Pumphouse Greenway Acquisition & Rehabilitation	361,800	06
PR	06-113	RCP/ Pumphouse Greenway Fencing And Signs	62,000	06
PR	06-115	Rogers Lake Acquisition	7,367,704	06
PR	06-120	Tuba City Community Park Development	1,393,755	06
PR	06-338	Peaks View County Park Phase III	970,963	06
PR	06-355	Rogers Lake Trail Construction	40,000	06
PR	06-360	Rogers Lake Range Fencing	221,760	06
PR	06-335	FTCP Expansion	1,381,445	07
PR	06-336	Observatory Mesa Land Acquisition	1,607,733	07
PR	06-337	Old Growth Forest Land Acquisition	2,762,889	08
PR	06-365	Raymond CP Phase II	506,530	08
PR	06-342	Cataract Lake Park Master Plan	50,000	10
PR	06-368	Observatory Mesa Trail Construction	50,000	10

E. Contingent and Future Need Projects

These projects were deemed to be contingent on another act taking place or needs that are not currently competing for funding but are on the planning horizon. For example, this category contains projects relating to equestrian facilities. These projects have not been recommended for funding as they are contingent on the county determining if it desires to provide these types of services and facilities in the future.

Dept.	Proj. #	Description	Budget	FY
PR	06-097	FTCP Stables Showers	44,000	06
PR	06-098	FTCP Rectangular Equestrian Arena Surfacing	40,000	06
PW	06-176	Stardust Extension (Yancy to Rio Rancho)	750,000	06
SD	06-219	Mobile Data Computers	500,000*	06
SD	06-220	Mobile Vehicle Repeaters	60,193	06
SD	06-226	Interoperability	200,000*	06
TD	06-236	Customer Service Software Packages	225,000*	06
PR	06-332	Motor Sports Arena Improvements	20,000	06
PR	06-333	FTCP Livestock Pen Construction	10,000	06
PR	06-341	Navajo Nation Interpretive Sites	368,385*	06
PR	06-343	Grandstands Rehabilitation	80,000	06
PW	06-313	Fernwood Drainage Improvements	275,000	08

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Dept.	Proj. #	Description	Budget	FY
PR	06-352	FTCP Posse Arena Restroom	125,000	08
PR	06-350	FTCP Stables Renovation	3,481,600	09
PR	06-362	FTCP Grandstands Arena Lighting	65,000	09
PR	06-364	FTCP Grandstands Secondary Electrical	55,000	09
PR	06-361	FTCP Covered Equestrian Arena	560,000	10

F. Assumption Projects

This category is comprised of projects that are recommended for implementation should funding become available. Funding sources could be comprised of available resources from the General Fund, bond proceeds, or grants. The CIP assumes that if funding from an outside agency is received, the county will provide the necessary support to facilitate the project's implementation. It also assumes that the county will provide the resources for the long-term operation or upkeep of the project. This is a very important consideration since something that looks "free" today may have significant long-term financial ramifications. If the county does not commit to supporting the project it should be removed from this category.

Dept.	Proj. #	Description	Budget	FY
HD	06-061	Purchase of New Ford Explorer 4 x 4 and Enclosed Trailer	36,000	06
JC	06-069	Additional Storage Area for Flagstaff Justice Court	TBD	06
JC	06-069	Flagstaff Justice Court Work Stations	20,000	06
PR	06-088	Demolition of Cinder Barn at Fairgrounds	70,000	06
PR	06-100	Fort Tuthill to Kachina Village Trail	10,000	06
PW	06-129	Outsourcing Some Of Maintenance's Chip Seal Program	300,000*	06
PW	06-132	Community Siren Alarm Systems	28,000	06
PW	06-140	Evacuation Signage	10,000	06
PW	06-150	Kona Trail & Drainage	350,000	06
PW	06-156	Overhead Lighting at Williams Equipment Shop	12,000	06
PW	06-159	Storage Building for Mechanical Services	75,000	06
PW	06-181	Crane, Truck Mounted	11,000	06
RO	06-202	County Postal Machine	48,744	06
SC	06-208	Security Additions Surveillance Equipment	20,000	06
SC	06-209	Security Upgrades Shatter Proof Windows	250,000	06
SO	06-212	Patrol Officer and Patrol Vehicle	28,600	06
SO	06-229	Search & Rescue Building	1,203,144*	06
TD	06-232	Bus Lifts	40,000	06
TD	06-233	Purchase and Install Bus Shelters	800,000*	06
TD	06-234	Purchase and Install Bus Shelters	1,150,000*	06
TD	06-237	GPS Video Cameras	60,000	06
TD	06-238	GPS Locators and Panic Buttons	60,000	06
TD	06-242	Purchase Para-Transit Vans for Sedona	290,500	06
TD	06-245	SmartCard System and Fareboxes	300,000	06
TD	06-246	Purchase 8 Mountain Line Transit Buses	2,000,000	06
TD	06-247	Purchase Transit Buses for Sedona	4,250,000*	06
HD	06-256	Purchase of Animal Transport Kennels	48,000	06
PR	06-356	FTCP Wildlife Improvements	410,000	06

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Dept.	Proj. #	Description	Budget	FY
PR	06-357	FTCP Interpretive Trail	28,500	06
PR	06-359	Sawmill CP Picnic Table Shade Covers	15,000	06
IT	06-403	Intranet Expansion Improvements	18,000	06
PR	06-406	Parks and Recreation Master Plan	45,000	06
JC	06-066	Bar Code Filing System	20,000	07
PW	06-128	Chapter Siren Alarm Systems	28,000	07
PW	06-135	Cosnino Grade Change	400,000	07
PW	06-162	Pine Aire Improvement District	40,000	07
PW	06-178	Timberline Improvement District	250,000	07
TD	06-235	Bus Washing System	TBD	07
TD	06-239	Intelligent Transportation System Technology	125,000	07
TD	06-240	MDT Terminals for VanGo	150,000	07
PR	06-370	Flagstaff Loop Trail	70,000	07
PR	06-337	Old Growth Forest Land Acquisition	2,762,889	08
PR	06-365	Raymond CP Phase II	506,530	08
PR	06-371	Kanab Creek Trail	70,000	08
PR	06-342	Cataract Lake Park Master Plan	50,000	10
PR	06-368	Observatory Mesa Trail Construction	50,000	10

G. Facilities Master Plan Projects

Upgrading facilities that house the county's operations was identified as a critical element of the CIP. Due to the county's rapid growth and increased demand for services, many of the facilities lack appropriate space to operate effectively. Some of the current facilities also have safety issues that must be addressed as soon as possible.

Departmental growth projections and changes to the operational climate (e.g., increased need for information technologies, records storage, and transit) only exacerbate this condition. Over \$20 million in project costs have been generated with many additional projects unable to have a cost estimate generated at the present time. Attempting to implement these projects on an individual basis would not be cost efficient and result in disjointed operations.

The county has been addressing space needs, but much of this effort has been in a catch-up mode. There has not been a coordinated effort to identify current and future needs and determine the most appropriate ways to address them. Therefore, the CIP is recommending the development of a Facilities Master Plan. Should the Facilities Master Plan not be done, these projects will need to re-enter the Decision-Making Funnel for disposition.

The following projects were identified as part of the Needs Assessment and designated to be included in the Facilities Master Plan.

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Dept.	Proj. #	Description	Budget	FY
BOS	06-006	Remodel Board of Supervisors/County Manager Office Space	120,000	06
FM	06-013	Security Upgrades at 110 Cherry	10,000	06
FM	06-019	Upgrade of BOS Meeting Room	206,000	06
FM	06-026	CREC Facility	409,250	06
FM	06-039	Construction of Page Justice Court	2,200,000	06
HD	06-063	Expansion of King St. and Community Services Bldg.	73,484	06
JC	06-071	Remodel Fredonia Justice Court Reception and Office Area	TBD	06
JC	06-074	Construction of Storage Building in Williams	TBD	06
PR	06-096	FTCP Natural Gas Distribution System	80,000	06
PW	06-160	New Public Works Administration Facility	2,000,000	06
PW	06-194	Construct Two-Bay Shop at Williams Facility	400,000	06
SO	06-229	Search & Rescue Building	1,300,000*	06
TD	06-248	Purchase Transit Facility	4,413,250	06
TO	06-249	Office Remodel and Addition	35,000	06
TO	06-250	Remodel Front Windows of Office	30,000	06
TO	06-252	Storage Space	TBD	06
HD	06-302	Health Department Storage	55,000	06
FM	06-329	Renovation of Office Space at Medical Examiner's Office	11,000	06
PR	06-330	Annex Remodel	50,000	06
PR	06-331	CREC Building Demolition	20,000	06
PR	06-394	FTCP Administration/Visitor Center	1,500,000	06
HD	06-395	Workstations for Environmental Services	6,000	06
HD	06-398	Health Department File Storage	9,000	06
HD	06-399	Medical Examiner Facility Remodel	35,000	06
CS	06-411	Community Services Facility Needs	TBD	06
FM	06-412	Fort Valley Master Plan	TBD	06
FM	06-413	Community Development Department Expansion	TBD	06
FM	06-414	Medical Examiners Office Space	TBD	06
FM	06-415	Tuba City Facility Needs Assessment	TBD	06
SO	06-418	Page Search & Rescue Building	350,000	06
SO	06-419	Sheriff Office IT Office Space and Computer Room	TBD	06
JC	06-420	Page Justice Court Digital Recording System	9,000	06
CA	06-425	Projected Space Needs for County Attorney	TBD	06
GIS	06-426	GIS Department Space Needs	TBD	06
FM	06-017	Demolish Art Barn	TBD	07
FM	06-025	Renovation of Superior Courtrooms 4 & 5	500,000	07
FM	06-029	Facilities Office Renovation	45,000	07
JVC	06-078	Large Capacity Community Room	1,540,000	07
PW	06-141	Construct 4 Bay Shop for Flagstaff Equipment Division	500,000	07
IT	06-275	New Computer Room Facilities	1,500,000	07
BOS	06-006	Record Storage Facility	1,600,000	08
FM	06-014	Relocation of Adult Probation & Legal Defender	TBD	08
FM	06-023	Development of County Sign System	28,000	08
FM	06-024	Replace Courthouse Elevator	120,000	08
JVC	06-416	Additional Storage for Juvenile Court	TBD	08
JVC	06-417	Additional Court Room	TBD	08
HD	06-421	Expansion of Environmental Services Unit at Ft. Valley	1,060,000	09

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H. Evaluated Projects

The following projects have passed to the bottom of the Decision-Making Funnel and were prioritized using the Evaluation Criteria and Weighting System. Total points received are reflected in the far right column.

Dept	Proj. #	Description	Budget	Points
PR	06-334	FTCP Campgrounds	5,015,456	770
IT	06-064	Voice Over IP & Network Services Upgrade	1,810,000*	690
PR	06-394	FTCP Administration/Visitor Center	1,500,000	690
BOS	06-003	Document Imaging System – County-wide	141,000	685
PR	06-340	FTCP Water System Improvements	1,000,000	685
PR	06-351	FTCP Fairground Rehabilitation, Phase III	5,420,000	680
HD	06-397	Integrated Data Management System	200,000	665
FM	06-026	CREC Facility	TBD	620
PR	06-366	FTCP Soldier's Trail Restroom	40,000	606
IT	06-063	Redundant CJI Project Server	130,923	585
IT	06-401	Disaster Recovery System	350,000	585
JVC	06-078	Large Capacity Community Room	1,540,000	550
PR	06-106	Park Information Kiosks	50,000	550
PR	06-369	Arizona Trail Babbitt Ranches	200,000	545
PR	06-109	Portable Bleacher Purchase	175,706	465
PW	06-167	Portable Water Purification System	150,000	460
PR	06-116	Sawmill County Park Landscape Improvements	30,200	440
PR	06-354	FTCP Grandstands Restroom	250,000	425
PR	06-363	FTCP Gatehouse	60,000	425
PR	06-094	Fort Tuthill County Park Gates	54,000	400
PR	06-093	Fencing at Fort Tuthill County Park and Around Racetrack	80,000	390
PR	06-332	Motor Sports Arena Improvements	20,000	360
PR	06-103	Pumphouse Greenway Restoration	19,000	220
PR	06-095	Fort Tuthill County Park Maintenance Complex Grading and Paving	150,000	75

Note: Some of these projects can be found in the Facilities Master Plan category but were evaluated in case the Master Plan is not completed.

APPENDIX B – FY 2005-06 Budget Recommendations

The CIP has identified all anticipated capital needs for the next five years. Of all of those projects, the FY 2005-06 Budget Recommendations identifies those projects that are recommended to be considered for the FY2005-06 County Budget. All of the projects identified are found in Appendix A – FY 2006 Needs Assessment.

Since the CIP does not dictate fiscal policy or compete against other county operational costs such as staffing, the First Year Capital Budget recommendations are made based on the need of the recommended projects in relation to all capital project identified in the Needs Assessment. Recommendations are also made based on availability of funds restricted funds.

It is anticipated that some recommended projects will be amended or modified as part of the budget process.

General Fund Priority Funding Recommendations

Due to issues identified in the Needs Assessment and analysis of other needs, the following projects are recommended for priority funding.

Dept.	Proj. #	Description	Budget
CD	06-011	Phase II - Permit Tracking System	100,500
FM	06-044	Facilities Master Plan	400,000
PR	06-102	FTCP Wastewater Collection and Treatment	3,840,000
HD	06-262	Medical Examiner Facility/Equipment Upgrade	10,136
FM	06-039	Construction of Page Justice Court	2,200,000
IT	06-278	Improve Existing Computer Room Facilities	60,000

Routine Replacement/Maintenance Projects

The following projects have been identified as operational replacement and/or maintenance projects. They will be presented by the submitting department as part of the budget development process.

Dept.	Proj. #	Description	Budget
FM	06-034	King Street Facility Public Entrance	6,000
FM	06-041	Annual Parking Lot Maintenance	20,000
IT	06-065	Server Upgrades and Replacement	282,500*
PR	06-084	Computer Hardware Replacement	23,000
PR	06-111	Racetrack Resurfacing	100,000
PW	06-155	MV Light Truck Replacement	2,353,757*
PW	06-161	MV Passenger Car Replacement	574,981*
PW	06-170	Thin Overlay	1,200,000*
PW	06-171	Screen Plant	130,000

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Dept.	Proj. #	Description	Budget
PW	06-172	Sewer/Manhole Rehabilitation and Repair	65,000
PW	06-173	Sewer Cleaning	50,000
PW	06-182	Valve Exercising/Leak Detection	72,000
PW	06-183	Valve Replacement	25,000
PW	06-186	Waterline Replacement	50,000
PW	06-189	Well #3 Pump	6,000
PW	06-193	Computerized Wheel Alignment System	19,000
PW	06-195	Machine Shop Lathe	15,000
PW	06-197	Shop Air Compressor	15,000
PW	06-198	Wastewater Treatment Plant Aeration Pump	13,000
SO	06-223	Replacement of Patrol Boat	60,488
TD	06-241	Purchase Para-Transit Vans for Flagstaff	290,500*
HD	06-259	Digital Dental X-Ray System	15,995
HD	06-264	Digital Forensic X-ray Equipment	6,000
HD	06-269	Digital Forensic X-ray Equipment	6,000
IT	06-276	Network Equipment Upgrades and Replacements	569,700*
IT	06-279	Replace T1 Circuits with Fiber Optics	30,000
IT	06-281	PC Workstation Replacements	1,075,000*
HD	06-282	Replace Flooring in Clinic	12,000
SO	06-373	LEAF Parking Lot Maintenance	22,750
SO	06-376	Replace Sallyport Roll Up Doors at Jail	14,000
SO	06-377	Parking Lot Maintenance	149,500*
SO	06-382	Jail Portable Radio Replacement	92,500*
SO	06-383	Jail Mobile Radio Replacement	45,000*
SO	06-389	Portable Radio Replacement	50,000*
SO	06-390	Mobile Radio Replacement	45,000*
IT	06-400	Telephone and 911 System Upgrades	715,000*

HURF Projects

The following projects have been programmed for funding through the Highway Users Revenue Fund for FY 2006.

Dept.	Proj. #	Description	Budget
PW	06-122	2 ½ Ton Truck	70,000
PW	06-124	3 Ten-Wheel Trucks with Plows and Spreaders	630,000
PW	06-127	Campbell Avenue Reconstruction	950,000
PW	06-133	Construction Equipment Replacement	287,654
PW	06-134	Construction Equipment -Truck Replacement	1,526,724*
PW	06-137	Dunham Drainage & Street Improvement	350,000
PW	06-142	New Lube Truck Body	80,000
PW	06-146	Construction Equipment Replacement: Loaders, Dozers, Graders, and Backhoes	5,712,303*
PW	06-147	Hector Road Box Culverts	450,000
PW	06-150	Kona Trail & Drainage	350,000
PW	06-151	Lake Mary Road (FH3) Phase I Reconstruction	1,500,000
PW	06-165	Pinewood Boulevard Pavement (East End)	1,100,000

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Parks and Recreation Bond Fund Restricted Projects

The following projects are recommended for funding as part of the Parks and Recreation Bond program. Many of these projects are multi-year as funding becomes available.

Dept.	Proj. #	Description	Budget
PR	06-086	Flagstaff-Doney Park Trail	690,772
PR	06-090	FTCP Amphitheatre Phase II	1,807,877
PR	06-091	FTCP Fairgrounds Rehabilitation, Phase II	1,691,445
PR	06-104	Pumphouse Greenway Acquisition & Rehabilitation	361,800
PR	06-113	RCP/ Pumphouse Greenway Fencing And Signs	62,000
PR	06-115	Rogers Lake Acquisition	7,367,704
PR	06-120	Tuba City Community Park Development	1,393,755
PR	06-338	Peaks View County Park Phase III	970,963
PR	06-355	Rogers Lake Trail Construction	40,000
PR	06-360	Rogers Lake Range Fencing	221,760

Assumption Projects

The following projects are recommended for consideration should funding be available or brought in from outside sources.

Dept.	Proj. #	Description	Budget
HD	06-061	Purchase of New Ford Explorer 4 x 4 and Enclosed Trailer	36,000
JC	06-069	Additional Storage Area for Flagstaff Justice Court	TBD
JC	06-069	Flagstaff Justice Court Work Stations	20,000
PR	06-088	Demolition of Cinder Barn at Fairgrounds	70,000
PR	06-100	Fort Tuthill to Kachina Village Trail	10,000
PR	06-107	Peaks View County Park Trail Completion	20,000
PW	06-129	Outsourcing Some Of Maintenance's Chip Seal Program	300,000
PW	06-132	Community Siren Alarm Systems	28,000
PW	06-140	Evacuation Signage	10,000
PW	06-150	Kona Trail & Drainage	350,000
PW	06-156	Overhead Lighting at Williams Equipment Shop	12,000
PW	06-159	Storage Building for Mechanical Services	75,000
PW	06-181	Crane, Truck Mounted	11,000
RO	06-202	County Postal Machine	48,744
SC	06-208	Security Additions Surveillance Equipment	20,000
SC	06-209	Security Upgrades Shatter Proof Windows	250,000
SO	06-212	Patrol Officer and Patrol Vehicle	28,600
TD	06-232	Bus Lifts	40,000
TD	06-233	Purchase and Install Bus Shelters	800,000*
TD	06-234	Purchase and Install Bus Shelters	1,150,000*
TD	06-237	GPS Video Cameras	60,000
TD	06-238	GPS Locators and Panic Buttons	60,000
TD	06-242	Purchase Para-Transit Vans for Sedona	290,500*
TD	06-245	SmartCard System and Fareboxes	300,000

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Dept.	Proj. #	Description	Budget
TD	06-246	Purchase 8 Mountain Line Transit Buses	2,000,000
TD	06-247	Purchase Transit Buses for Sedona	4,250,000*
HD	06-256	Purchase of Animal Transport Kennels	48,000
PR	06-356	FTCP Wildlife Improvements	410,000
PR	06-357	FTCP Interpretive Trail	28,500
PR	06-359	Sawmill CP Picnic Table Shade Covers	15,000
IT	06-403	Intranet Expansion Improvements	18,000
PR	06-406	Parks and Recreation Master Plan	45,000

Cross Departmental Operational Equipment Projects

Additional planning is being done within the five departments that receive these requests. Some of these projects will likely be included in FY 2006 budget requests as more information becomes available.

Evaluated Projects

No Evaluated Projects are included in the budget recommendations due to a lack of funding in relation to other needs identified.